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ABSTRACT

This paper describes the arrangement between an English local education agency and a co-educational comprehensive school, in which the school contracts for services with a direct-service agency of the local education authority (LEA). Roade School is one of the larger schools in Northamptonshire, a rural county in central England. The Northamptonshire Education Authority takes the maximum authority provided by legislation to delegate both authority and responsibility to the governing bodies of its schools, including full financial control. Although all schools in the county are self-managing, they are supported by the County Education Authority. They are free to contract for services with the Northamptonshire Inspection and Advisory Service (NIAS), an organization that offers a wide range of professional-development, inspection, and support services to the schools. The NIAS is a trading organization that markets its services to schools. Schools can decide what proportion of their budgets will be spent on certain functions. Powers and duties of the governing body are also described. (LMI)

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The Collaborative and Integrated Whole School Development Cycle

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Paper presented at the eighth annual International Congress for School Effectiveness and Improvement, Leeuwarden, The Netherlands, January 3rd - 6th, 1995.

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ROADE SCHOOL

NIAS

Steps	Headteacher + (SMT) Senior Management Team	Governors	Departments	NIAS
1 Dec/Jan	Initial Whole School Curricular & Financial Planning begins WSP			
2			Draft WSP ideas shared with staff	
3	Modifications to WSP Highlighted targets established	Re-draft of WSP put to Curriculum and Finance Committees		School Link Inspector (Phil Mason) examines, advises and comments on WSP
4			Department Planning (DP) process engaged with NIAS. Subject Advisory staff to: (i) establish position statements (ii) support colleagues in curriculum planning (iii) ensure issues within WSP addressed (iv) identify both group and individual staff training needs needed to meet identified curriculum developments. (v) prepare training programmes.	
5	Headteacher submits WSP to full Governors' meeting: * Previous year's targets checked * New Year's targets clarified * School's budget set			

Steps	Headteacher + (SMT) Senior Management Team	Governors	Departments	NIAS
6	(Each member of SMT is attached at least to one subject area = SMT Link)	(Each member of the Governors is attached to at least one subject area = Governor Link)	Head of Dept. (HoD) submits DP to SMT Link	
7 Late Spring Term	Termly Monitoring and Review Meetings are held between HoD, SMT Link, Governor Link and NIAS Subject Advisor in all subject areas and focus on DPs. Agenda for meetings: First meeting to (i) confirm planning process undertaken (ii) check DP in line with WSP (iii) assess and analyse success in meeting previous year's plan (iv) clarify targets for next year's plan (v) identify particular issues/problems			
8 Summer Term	Second meeting to: (i) check progress towards targets (ii) identify on-going problems (iii) check on training programme			
9 Autumn Term	Third meeting to: (i) review public examination performance and action points (ii) check on progress towards targets (iii) assess the quality and quantity of NIAS support i.e. Value for Money (VFM)			

Steps	Headteacher + (SMT) Senior Management Team	Governors	Departments	NIAS
10	Head & Link Inspector regularly meet	Committees use WSP as basis for their work throughout year		Link Inspector regularly meets with Head to monitor progress towards WSP targets
11		Chairman of Curriculum committee presents the assessments gleaned from subject meeting (Step 9 (iii)) to full Governors' meeting (shall we employ NIAS again?		

Abbreviations and Terms used

SMT Senior Management Team
NIAS Northamptonshire Inspection and Advisory Service
WSP Whole School Plan
DP Department Plan
VFM Value for Money
Link Inspector
Link SMT
Link Governor

ROADE SCHOOL

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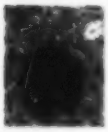


Roade School is one of the larger schools in Northamptonshire, which is a County in the middle of England. It is one of 116 Local Education Authorities in England and Wales and has a total population of just under 600,000 people served by about 350 schools.

My Chairman of Governors, Ray Cook, has been a member of that education authority for the past ten years and until a recent change of political control was its deputy chairman. In that capacity he presided over the committee responsible for setting up the County's education service units in their present form. One of these service units is NIAS, the Northamptonshire Inspection and Advisory Service which is represented here by its Chief Inspector, George Gyte, and the Link Inspector for Roade School, Phil Mason.

The Northamptonshire Education Authority takes the maximum opportunity provided by legislation to delegate both authority and responsibility to the governing bodies of its schools, including full financial control.

Although all schools in the county are self managing they are supported by the County Education Authority as shown on the green sheet. There is a policy division which enables the authority to fulfil its statutory duties on behalf of the government and also a group of service units which schools can choose to use at an agreed price. Alternatively these services can be purchased from other suppliers but most schools continue to use the county service as they are considered the best.

Mr Cook is the Chairman of the Governing Body of Roade School, a post he has held for fifteen years. Roade School is a co-educational comprehensive 11-18 school with over 1,300 pupils including 220 Post-16 students, serving mainly a rural area. A local school, governed by lcoal people and supported by a local education authority.

The governing body has 16 members, some nominated by the local education authority, some elected either by staff or by parents and some co-opted from the local business community plus of course the headteacher.

School Curriculum Award
1993

The pink sheet lists the important powers and duties of the governing body. The first and the third are particularly relevant to this conference:-

Establishing the aims and policies of the school -
Seeking to improve the standards of eduation -
Drawing up the School Development Plan.

These responsibilities can only be carried out provided the necessary finance is available, this year the governors are responsible for a school budget of two and three quarter million pounds (£2,750,000). 97% - 98% of funds are delegated to Northamptonshire Schools.

To fulfil these responsibilities the full governing body meets twice a term and every member also sits on one of three sub-committees, **Finance, Curriculum or Property**. In addition members participate in working parties on specific policy issues and attending standing committees dealing with staff and pupil matters. Each governor is also attached to an area of the curriculum.

ENGLAND AND WALES HAS 116 LOCAL EDUCATION AUTHORITIES

NORTHAMPTONSHIRE HAS A POPULATION OF: 591,900

ROADE SCHOOL SUPPORTED BY THE NORTHAMPTONSHIRE LOCAL EDUCATION AUTHORITY

ROADE SCHOOL

↑

LOCAL EDUCATION AUTHORITY

↑

SCOPE OF SERVICES

The Policy Division of the Local Education Authority enables the Authority to fulfil its statutory duties and obligations, in accordance with its own policies.

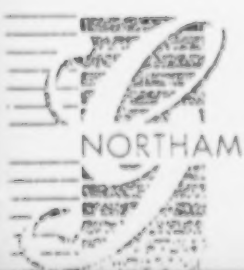
This will be implemented by Service Units:

- **Northamptonshire Inspection and Advisory Service**
- **Governors' Services**
- **Finance**
- **Personnel**
- **Northamptonshire Education Management Information Systems**
- **Property and Ancillary Services**
- **Music Service**
- **Learning Resources for Education**
- **Audit and Financial Services**
- **Legal Services**

NORTHAMPTONSHIRE GOVERNORS SERVICES

POWERS AND DUTIES OF THE GOVERNING BODY

- **Helping to establish (with the Head) the aims and the policies of the school, and how the standards of education can be improved;**
- **deciding the conduct of the school - that is, how in general terms, it should be run;**
- **helping to draw up (with the Head and staff) the school development plan;**
- **helping to decide how to spend the school's budget;**
- **making sure that the National Curriculum and religious education are taught;**
- **selecting the Head;**
- **appointing, promoting, supporting and disciplining other staff;**
- **acting as a link between the local community and the school;**
- **drawing up an action plan after an inspection and monitoring how the plan is put into practice.**



Roade School and Northamptonshire Inspection & Advisory Service (NIAS)

Principles of Project

Clarity of Purpose : To create a greater understanding at and between all levels of operation within the school about what the school is trying to achieve. To ensure the principles, aims and objectives of the school are understood, agreed and shared. To enable the school to be constantly being driven forward and monitored by clear leadership and progressive inter-related developmental planning processes.

Clarity of Cohesiveness: To track the effect of prevailing themes which dominate the school and department development plans as well as the major targets for the school. To monitored termly, the progress towards school and department targets within action plans.

Clarity of Function: To make it possible for Governors, the Senior Management Team of the school, Heads of Departments and classroom practicioners to have clearer ideas about their roles within the continuous development and improvement processes employed by the school.

Clarity of Means: To guarantee through the working alliance between the school and NIAS at every level of operation that support mechanisms are integrated, regular, frequent and in line with need. To ensure that by the collaborative working of NIAS and school based staff, position statements and development plans are properly drawn up and the type. nature and frequency of NIAS's support and training for the whole department and individuals within it are clearly identified.

Clarity of Value: For the school, through the Governing Body, to regularly monitor and assess the effectiveness of the NIAS support not least for value for money. This evaluation in part to determine the future involvement of NIAS in school improvement programmes. Quantitative and qualitative measures to be taken.

Will Adams
Headteacher, Roade School

N.I.A.S. - Northamptonshire Inspection and Advisory Service

NIAS is an organisation which offers a wide range of professional development, inspection and support services in schools (secondary, primary and special).

Until April 1993 its work was funded by Northamptonshire Local Education Authority through the application of central government grants for curriculum development in schools and the use of revenue derived from locally generated taxes.

Since April 1993 NIAS has become a direct service agency of the Local Education Authuority. This means that it has become a 'trading' organisation which markets its services to schools.

This has been a direct result of the workings of the 1988 Education Reform Act which has increasingly devolved decision making, in particular the use of financial resources, to school governing bodies and managers.

Finance which was previously allocated to schools for professional training, curriculum development and school improvement has now been largely vested with schools themselves. Schools can largely decide the proportion and of their spending on these functions and their developmental priorities.

NIAS is still a branch of the Local Authority and its personnel are employees of the LEA, but it has to be self sufficient in generating income from the services which it 'sells' to schools to meet the outgoings of its personnel and administrative costs. It is therefore a self financing organisation.

NIAS has **four** primary functions which comprise the services which it provides:

1. Curriculum Services and Professional Training - these include off-site courses for teachers which are offered at six professional development centres in different parts of the county, bespoke courses offered in schools, curriculum consultancy and advice, support in all aspects of the curriculum.

2. Management Services - training and consultancy on the internal management of schools. This aspect of the work of NIAS has been developed in partnership with the School of Education of the University of Leicester. NIAS personnel lecture and mentor on first and higher degree programmes of the University of Leicester. This includes an extensive MA degree provision and most recently the development of a distance learning course leading to a MBA in educational management.

3 Monitoring of Schools - as part of a continuing provision to the Northamptonshire Local Education Authority NIAS monitors aspects of the work of local schools. This is undertaken as part of a service agreement and enables the LEA to fulfil its statutory responsibilities by being accountable to the local electorate for the provision and standards achieved in the schools which it maintains.

4 Inspection of Schools - under contract to OFSTED (Office for Standards in Education). Since 1993 (secondary) and 1994 (primary and special schools) the inspection of schools has been withdrawn as a statutory responsibility of the LEA and has been transferred to a national school inspection agency. Organisations have to tender for inspection contracts and NIAS has been particularly successful in this process. NIAS also is involved in the training of inspectors for OFSTED and has recently completed the re-writing of the OFSTED training approach , which is to move to a distance learning model.

Currently NIAS has approximately 150 people who work for the organisation, of whom about two thirds are inspectors, curriculum advisers and teacher in-service trainers. The other third are administrative, clerical , financial and technical support personnel.

The NIAS - Roade School Partnership has developed as an innovative model of curriculum and management consultancy during the past two years. Along with many local schools Roade School has a service agreement with NIAS for training and support services. This approach has involved the development of a closely targeted programme of work which has linked NIAS specialist management and subject personnel to departments at Roade School. The focus of the consultancy has been the formulation, implementation, monitoring and evaluation of the development planning process. More recently this has been extended to the preparation for inspection, which will be undertaken under OFSTED arrangements in February 1995.

The Roade School - NIAS Partnership is particularly interesting because it forms part of a development and accountability structure for the school management and its different departments. This entails a four-way relationship between the Head of Department, a Link Governor, a SMT link to the department and the NIAS consultant curriculum adviser.